

FILED HT F/EXCO

DD/A 80-2340/3

4 DEC 1980

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MEMORANDUM FOR:

[REDACTED]
Special Assistant/DDCI

FROM:

Don I. Wortman
Deputy Director for Administration

SUBJECT:

Information Handling Task Force - A Supplemental
Transition Team Briefing Paper

REFERENCE:

Memo for DCI from DDA, dated 10 November 1980,
Subject: Information Handling Task Force

1. The attached memorandum, prepared in Transition Team briefing paper format, responds to a DCI tasking handwritten on the face of the reference document.

2. Additional information can be provided as necessary.

/s/ William N. Hart

Don I. Wortman

Attachment:
As Stated

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2 December 1980

SUBJECT: INFORMATION HANDLING TASK FORCEBACKGROUND

1. In 1979 the Executive Committee created a five-person Task Force to address the perceived problems associated with information handling in the Agency.

2. Information handling is the systematic creation, movement, use, storage, retrieval, and disposal of intelligence and management information with the support of automated or other clearly identifiable processes and with due regard for control of sensitive and compartmented information.

3. The members of the Executive Committee were concerned that traditional institutions dealing with provision of information services were becoming less effective as new communications and ADP technologies evolve, demand for service grows, and Agency resources shrink. They perceived a need to reconcile demand and supply, develop a strategy for future investment, and assure appropriate institutions exist to execute the strategy.

4. The Task Force was charged with developing a strategic plan and with making recommendations for management and organizational change if warranted.

5. The Task Force submitted a final report in September 1980.

CURRENT STATUS

6. The Task Force recommended establishment of a central Agency planning function for information services. The Executive Committee agreed and approved positioning that function in the DDA. The DDA has recruited an officer to head the effort.

7. The Task Force recommended the DDA develop a plan to restructure his line components to meet the needs of the strategic plan. The DDA has stated such an organizational review is planned.

8. The Task Force recommended that mission components, vice central service components, program, budget and defend capital investments required for dedicated information services. The

Executive Committee decided that, for the near term, central services budgets will be maintained to the extent possible. Missions will be asked to budget only when central services cannot successfully defend total Agency needs.

9. In view of predicted shortages of technical specialists, it was recommended that Directorates centralize career management of information handling specialists. The Executive Committee feels such action is unwarranted at this time.

10. The DDA has accepted responsibility for acting on Task Force recommendations involving programmatic objectives, security procedures, and personnel training.

CURRENT PROBLEMS/ISSUES

11. The staff of the Information Systems Architect has been sized at six positions, five professionals headed by a supergrade and one clerical. Position authorization has been requested from the CIA Comptroller and one supergrade/SIS authorization has been requested from the Director, Personnel Policy, Planning, and Management. The Architect himself, recently recruited from the private sector, will enter on duty circa 1 January 1981, at which time selection of additional staff will commence.

RECOMMENDED CIA POSITION

12. The concept of an Agencywide Information Systems Architect for CIA has been endorsed by both line operating managers and senior Agency executives. The approved concept should be allowed to develop to fruition.

~~SECRET~~

DD/A Registry

80-2340/2

Deputy Registry

80-2367/1

10 November 1980

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: William N. Hart
Acting Deputy Director for Administration

SUBJECT: Information Handling Task Force (U)

REFERENCE: Memo for DDA from DCI, dated 23 Oct 1980,
Same Subject

1. The attachment responds to your request for thoughts on ways information handling can impact the Agency. ☐

2. If there are specific areas of interest where more discussion is desired, the Task Force members will be asked to provide more detail. ☐

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William N. Hart

Att.

Memo to DDA fm C/IHTF

21 NOV 1980

Pls marry this with a summary of IHTF activities & our decisions to pass to Transition people

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D/OOP
File 11476/Excom

10 November 1980

MEMORANDUM FOR: Acting Deputy Director for Administration

25X1A FROM:
Chairman, Information Handling Task Force

SUBJECT: Information Handling

REFERENCE: DCI Memorandum Dated 23 October 1980
(ER 80-2367)

1. This paper speaks to the predicted impact of information handling technology on the organization. It is organized to speak to impact on:

- a. Daily operation of the Agency.
- b. Control accountability and compartmentation.
- c. Personnel recruitment, training and retention.
- d. The Agency budget.
- e. Inter-Agency relations.

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2. The predictions are based on a favorable state defined as adequate budgetary support, adequate system specialists, and cooperative spirit among Agency components.

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- a. Impact on Daily Operation of the Agency
 - Administrative processes will be significantly shortened by electrical movement of information and accompanying increases in parallel processing.
 - Facsimile copying will be reduced to a minimum by local printing facilities under machine control.

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SUBJECT: Information Handling

- The role of the clerk and typist will change to information specialist capable of advising on electronic storage, organization, file management, etc.
- Analysts will be able to scan larger volumes of intelligence under machine control.
- There will be modest personnel reductions at lower grade levels caused by job displacement. These reductions will be largely offset by necessary increases in higher graded specialists.
- Analysts will be able to query directly to a growing number of external data bases from their work stations.
- A records management problem will reach serious proportions in that official records will become difficult to identify and current record schedules will become invalid.

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b. Impact on Control, Accountability and Compartmentation

- With increased machine assistance will come more disciplined handling procedures.
- Locally convenient machine-controlled printing will replace uncontrolled facsimile reproduction.
- Paper holdings will be reduced.
- Paper copies will be uniquely tagged with personal identifiers for accountability purposes.
- Machine audit trails will provide more complete and assured damage assessments.
- Need-to-know will be enforced on a per access basis, improving protection of compartmented information.

SUBJECT: Information Handling

- Encryption of storage as well as communications will minimize damage from accidental and intentional safeguard failures.

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c. Impact on Personnel Recruitment, Training, and Retention

- The Agency will provide greater attraction to substantive officers who will perceive the productive power of Agency systems.
- Technical specialists will be more attracted to modern systems and unique applications.
- Training time will be reduced by Computer Assisted Instruction (CAI) and HELP routines within individual systems.
- Availability of powerful, user-oriented systems will assist in retaining substantive officers.
- Competition in the marketplace and internal grade ceilings will conspire to increase the attrition rate of experienced specialists.

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d. Impact on Agency Budget


- Capital investments in technology will increase.
- Total system support expenditures will increase.
- Added capital and support costs will be partially offset by personnel savings.

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e. Effect on Inter-Agency Transactions

- System development in other agencies will parallel that of the Agency.
- The speed and volume of inter-agency transactions will increase markedly.


SUBJECT: Information Handling

- There will be a reduction in the amount of other Agency information retained in CIA.
- There will be marked decreases in paper copy dissemination of finished product.
- Agency product will be requested electrically on an as required basis.
- Other agencies will be able to extract, format and print Agency products to suit individual needs. 

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3. The Agency systems are developing under budgetary constraints today. By the mid-1980's we predict system developments will be constrained by lack of qualified personnel rather than budgets. These constraints will determine the speed with which this vision of the future is approached. 

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80-2367

80-2340

23 October 1980

MEMORANDUM FOR: Deputy Director for Administration
FROM: Director of Central Intelligence
SUBJECT: Information Handling Task Force

1. I think it would be a shame if our Information Handling Task Force broke up without our soliciting from them suggestions on how new information handling possibilities can impact on the Agency. We had such good discussions with them, but they centered so much around organization and turf that we hardly ever talked about information handling itself. I am sure that that team has some exciting thoughts on the ways in which we may do our job better through the use of good information processing and handling. []

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2. Could you ask them for a stream of consciousness type approach to ideas on this subject. I'd be delighted to have contrary views from within the group, but I don't want any reasonable idea eliminated because only one person agrees with it. The least common denominator is probably not going to do us much good. (I promise not to run off and order someone to institute each one of these ideas without checking with anybody else!!) []

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